

PERS 74-4662  
DD/A 74-1259

25 OCT 1974

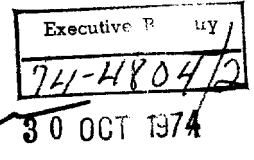
MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : Director of Personnel

SUBJECT : Financial Management Improvement Award

REFERENCE : Memo to Heads of Departments and Agencies,  
and Public Interest Groups from the  
Administrator, Joint Financial Management  
Improvement Program, dtd 5 Sep 74 (attached)




1. Action Requested: That you sign the attached letter to Mr. Donald Kull, Executive Director, Joint Financial Management Improvement Program, nominating Mr. Thomas B. Yale, Director of Finance, for the Financial Management Improvement Award.

2. Background: Referent invited the Agency to submit nominations for the Financial Management Improvement Award which recognizes exceptional accomplishment in the application of effective financial management by Government employees. There were no previous nominations from this Agency. The deadline for receipt of nominations is 31 October 1974.

3. Staff Position: The Deputy Directors were asked to submit nominations for the various public service awards in April of this year. Mr. Yale is the only nominee for this award. The nominating document has been reviewed and concurred in by representatives of the Cover and Commercial Staff and the Office of Security.

4. Recommendation: That you approve the nomination of Mr. Thomas B. Yale for the Financial Management Improvement Award and sign the attached letter to Mr. Kull.

STATINTL

  
F. W. M. Janney  
Director of Personnel

Atts

Executive Registry
<u>74-4804/A</u>

30 OCT 1974

Mr. Donald Kull  
Executive Director  
Joint Financial Management  
Improvement Program  
441 G Street, N. W.  
Washington, D. C. 20548

Dear Mr. Kull:

In reply to Mr. Sampson's letter of 5 September 1974 inviting nominations for the Financial Management Improvement Award, I am pleased to nominate Mr. Thomas B. Yale, our Director of Finance.

Mr. Yale has accumulated a distinguished record in the field of financial management during his 23 years of Federal service. With this wealth of knowledge he has made many major contributions to the management of our Agency's financial affairs and in the past year significantly advanced the use of automated accounting systems for better management control, reporting, and utilization of personnel to an unusual degree.

I am convinced that Mr. Yale by virtue of his outstanding contributions in this most important field fully merits and richly deserves this recognition.

Sincerely,

/s/ W. E. Colby

W. E. Colby  
Director

Enclosures

Mr. Donald Kull  
Executive Director  
Joint Financial Management  
Improvement Program  
441 G Street, N. W.  
Washington, D. C. 20548

Page 2

Originator: (S) W. H. Carney Director of Personnel Date

Concur: /s/ JOHN N. McMAHON 30 OCT 1974  
Deputy Director Date  
for  
Administration

Distribution:

Orig & 5 - Adse  
1 - DCI  
1 - DDCI  
1 - HR  
2 - DD/A  
1 - D/Pers  
1 - OPF  
1 - DD/Pers/SP  
5 - C/BSD (1 w/held and  
1 comeback for O/FIN)

STATINTL

OP/BSD, [REDACTED]:gac (24 Oct 74)

STATINTL

Approved For Release 2001/07/12 : CIA-RDP84-00313R000100270014-7

Approved For Release 2001/07/12 : CIA-RDP84-00313R000100270014-7

NOMINATION OF MR. THOMAS B. YALE

Mr. Yale is the principal financial officer of the Central Intelligence Agency. As Director of Finance, he is responsible for all financial operations of the Agency; for the development, establishment, supervision, and maintenance of accounting systems; and for the control of all assets and liabilities - highly specialized and very complex financial functions with worldwide application. Directing financial management in an intelligence organization involves unusual and unique responsibilities which demand not only wide knowledge of legal and technical complexities of Government finance, but administrative imagination to cope with security considerations inherent in nearly every phase of financial management. Mr. Yale has met these challenges with great success.

During the past year, Mr. Yale has been instrumental in promoting the development of a fully automated and integrated general accounting system which incorporates on line input and query capabilities into general and budgetary accounts through remote data access centers throughout the Agency. This system will provide Agency management with almost real time financial data which will be used as a basis for management decisions.

In addition, Mr. Yale has directed the expansion of an existing automated payroll system to accommodate hundreds of complex pay cases which were previously computed manually. This made it possible to release many skilled employees to more productive employment.

Another example of Mr. Yale's interest in efficiency through automation is the development of an automated financial trend report. Applied to the Agency's decentralized budget procedures, for which Mr. Yale was the leading proponent, this report provides top management with the ability to review the availability, status, and use of all Agency financial resources.

Acutely aware that the real strength of any organization is its people, Mr. Yale has been most effective in impressing subordinates with the continuing need for

self-improvement and providing them with the means to achieve this end. He has encouraged and facilitated the formulation of a new Agency Financial Management Training Program to assist all financial managers to broaden their understanding of Agency budgeting and funding techniques. In addition he has formulated an information science training program designed to familiarize finance and certifying officers with advanced financial accounting and management techniques and computer applications. Through counseling, he has encouraged subordinates to avail themselves of various self-improvement educational programs offered by the Agency at both internal and external training facilities.

Mr. Yale's record is one of dynamic leadership, personal effort, and devotion to efficient and effective financial management. His many accomplishments have contributed greatly to the management of the Agency's financial affairs.

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Nomination of Mr. Thomas B. Yale for the Financial Management Improvement Award

FROM:	EXTENSION	NO.
Chief, Benefits & Services Div/OP 5 E 69, Hq.	4078	DATE

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		

STATINTL

1. [REDACTED]  
Cover & Commercial Staff  
GH-43, Hq.

2001 RAB

2. [REDACTED]  
Office of Security  
4 E 33, Hq.

10/23/79

1 & 2: Attached for your review and concurrence are documents nominating Mr. Thomas B. Yale, Director of Finance, for the Financial Management Improvement Award.

STATINTL

4. Chief, BSD/OP  
5 E 69, Hq.

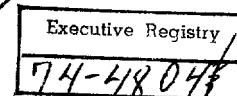
[REDACTED] TATINTL

Please Call X-4078 for hand carry.



COPY

*See line 17  
31 Oct*



SEP 5 1974

TO: THE HEADS OF DEPARTMENTS AND AGENCIES, AND PUBLIC  
INTEREST GROUPS

Subject: Joint Financial Management Improvement Program--  
Financial Management Improvement Award

The annual Financial Management Improvement Award will be presented at a one-day conference planned for January 20, 1975, in Washington, D. C. This is the only award specifically directed to excellence in financial management sponsored by the Federal Government. The award recognizes exceptional accomplishment in the application of effective financial management in Federal, State and local governments. Normally, two such awards are presented annually.

The Principals of the Joint Financial Management Improvement Program--the Secretary of the Treasury, the Chairman of the Civil Service Commission, the Director of the Office of Management and Budget, the Comptroller General, and I--administer the awards program.

Heads of Federal departments and agencies and representatives of State and local governments have the opportunity to nominate one career employee and one noncareer employee or a group of employees whose achievements during fiscal year 1974 represent outstanding contributions to improved government financial management. An employee need not be presently employed by the agency to be nominated, but must have been employed during fiscal year 1974. For purposes of this announcement, a noncareer employee shall be considered as any employee who served in an excepted position irrespective of the origin of appointment or previous status as a career employee.

Criteria and format for nominations are set forth in the enclosed brochure.



2

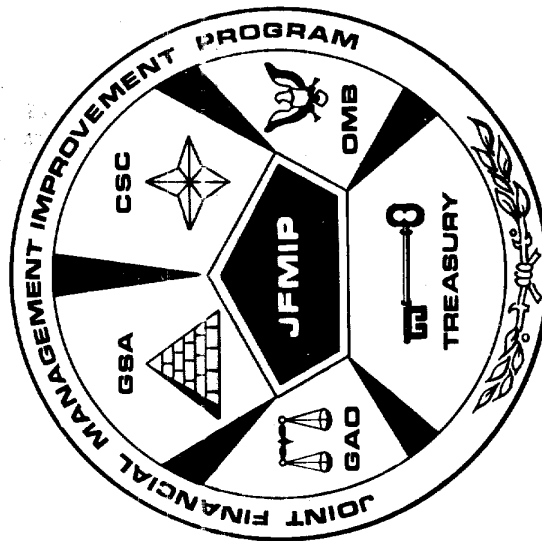
Nominations for these awards are requested not later than October 31, 1974. Six copies of each nomination in the prescribed format should be submitted to:

Executive Director  
Joint Financial Management  
Improvement Program  
441 G Street, N. W.  
Washington, D. C. 20548

  
ARTHUR E. Sampson  
Administrator

Enclosure

# FINANCIAL MANAGEMENT IMPROVEMENT AWARD



SPONSORED BY THE JOINT FINANCIAL  
MANAGEMENT IMPROVEMENT PROGRAM

B. Specific Accomplishments are those for which the nominee is primarily responsible and where the results can be measured in terms of improvement in service, a substantial savings or significant technological progress. Some examples of specific accomplishments are:

- Development of a financial system which furnishes full cost support, on an accrual basis, for cost-based budgeting.
- Implementation of a unified financial management information and control system which results in significant improvement in total management effectiveness.
- Providing of the overall leadership in developing and implementing a major financial management training and improvement program relating to varying levels of responsibility and designed to meet both short and long-term agency objectives.
- Establishment of a comprehensive audit system based on improved and more reliable sampling methods which contribute to substantial cost savings and increased audit coverage.
- Development of maximum ADP utilization techniques and common service concepts to meet increasing workload with available resources.
- Formulation of a fully integrated program structure which provides for the systematic interpretation of output and performance data in terms of unit costs.
- Conduct of an agency-wide analysis of cash management operations resulting in significant improvements in control, reporting and the setting of requirement levels.
- Development of a planning level review and analysis system which forms the basis for significantly increased effectiveness in resource control and allocation.

**FORM OF NOMINATION** — Nominations will be accepted from heads of each Federal department and independent agency. The following information should be submitted for each nomination:

- Name, title, and grade; or identification of group
- Business address and telephone number
- Residence address and telephone number
- Chronology of Government service
- Date and place of birth
- Education and degrees (show names of schools)

This should be followed by a narrative description of the nominee's qualifications for the award, together with the agency or department head's personal evaluation and recommendation.

## SPONSORSHIP AND SELECTION OF RECIPIENTS

The Joint Financial Management Improvement Program (JFMIP) sponsors the awards and its Principals select the recipients. Begun in 1948, by agreement among the Comptroller General, the Secretary of the Treasury and the Director of the Office of Management and Budget, the JFMIP seeks improved means of carrying out the inter-related activities and responsibilities of these central agencies. It also seeks to improve coordination of the financial management activities of the operating agencies. The Budget and Accounting Procedures Act of 1950 gave legal sanction to this working arrangement. Recognizing the need for recruiting, classifying and training qualified personnel, the Chairman of the Civil Service Commission was added to the Joint Program in 1966. The Administrator of the General Services Administration was invited to join the Joint Program in 1973 in recognition of his expanded role of leadership in the financial management field.

Although concepts and techniques of financial management continuously change, the Joint Program's overall goal has remained essentially the same over the years: to promote the improvement of financial management practices throughout the Federal Government.

Coordination of Government-wide projects and promotion of financial management improvements in the operating agencies is achieved through a Steering Committee composed of a representative from each of the five central agencies. In addition, each operating agency designates a representative to act as a liaison with the Steering Committee.

## FINANCIAL MANAGEMENT IMPROVEMENT AWARD

**PURPOSE** – The purpose of this award is to recognize Government employees who, through the practice of effective financial management, have achieved significant economies, efficiencies and improvements in Federal, State or local governments. Financial management is that part of total management which is concerned with the financial affairs of an organization.

**TYPE OF AWARD** – Awards will be made annually with appropriate ceremony and will consist of an engraved plaque. Normally, two such awards will be presented annually.

**ELIGIBILITY** – Any employee or group of employees of Federal, State or local governments is eligible to be nominated for the award whose competence and leadership have resulted in notably exceptional accomplishments in the application of effective financial management. One or more nominees may be submitted if such nominees were equally responsible for the accomplishment.

**BASIS FOR SELECTION** – For purposes of this award the broadest reasonable interpretation will be given to the term "financial management," which includes, but is not limited to, the areas of:

- Accounting
- Auditing
- Automatic Data Processing
- Budgeting
- Cash Management
- Control and Allocation of Resources
- Cost Reduction
- Financial Systems Development
- Management Analysis
- Planning
- Reporting – Financial and Performance

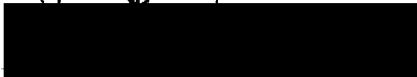
In evaluating nominations, consideration will be given to both general and specific accomplishments:

**A. General Accomplishments** include outstanding administrative or technical ability or outstanding performance evidenced by the nominee, not necessarily connected with a specific accomplishment or project.

DATE OF DOC	DATE REC'D	DATE OUT	SUSPENSE DATE	CROSS REFERENCE OR POINT OF FILING
TO FROM SUBJ.				ROUTING DATE SENT

*Nominations requested  
by Oct. 31*

ROUTING	DATE SENT



STATINTL

COURIER NO.	ANSWERED	NO REPLY	4
-------------	----------	----------	---

MEMORANDUM FOR:

✓ Development of computer programs to facilitate use of data access centers.

✓ Development of computer programs to permit online query and input capability for the Agency's accounting system.

1a Through leadership, provide more with less using modern management and computer techniques.

Driving force for: the new automated payroll procedures, Agency Financial Management Program.

(OVER --)

*Promoted and supported a* (DATE)  
*new Treasury course for Financial Managers*

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM					
UNCLASSIFIED		CONFIDENTIAL		SECRET	
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	DD/Pers/SP				
2					
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b> <p><i>We have cleared with Security and Cover; corrected the bio and punctuation; and prepared the forwarding memo. I recommend we follow this approach of ignoring our previous negative response. If OK, we will go to final</i></p> <p style="text-align: right;"><i>Eric</i></p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.					DATE
					10/25

Approved For Release 2001/07/12 : CIA-RDP84-00313R000100270014-7

SENDER WILL CHECK CLASSIFICATION FOR AND FROM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Administration 7 D 18, Headquarters	30 OCT 1974	<i>[Signature]</i>
2			
3	Director of Central Intelligence 7 E 12, Headquarters	10/30	<i>WCC/bip</i>
4			
5	Director of Personnel 5 E 58, Headquarters		
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b>			
<p>When the letter to Mr. Kull has been signed, please call office of D/Pers, x6825, who will arrange for hand carry to Mr. Kull.</p> <p><i>D/Pers has called Mr Kull's office and told them to disregard Mr. Blake's letter of 16 Sep. * since we have a [redacted]</i></p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Director of Personnel 5 E 58, Headquarters			25 OCT 1974
UNCLASSIFIED			CONFIDENTIAL
SECRET			

Approved For Release 2001/07/12 : CIA-RDP84-00313R000100270014-7

STATINTL

STATINTL

Approved For Release 2001/07/12 : CIA-RDP84-00313R000100270014-7

Approved For Release 2001/07/12 : CIA-RDP84-00313R000100270014-7

STATINTL



Through dynamic leadership and personal effort Mr. Yale has consistently, throughout his career, devoted himself to efficient and effective financial management in this Agency. During Fiscal Year 1974 his efforts toward this goal were demonstrated through representative accomplishments as follows:

- a. Promoted the development of a fully automated and integrated General Accounting System which incorporates on line input and query capabilities into general and budgetary accounts through remote data access centers throughout the Agency. When fully operational, this system will provide Agency management with almost real time financial data as a basis for management decisions;
- b. Directed the expansion of the existing automated payroll system to include, because of the nature of Agency activities, hundreds of additional complex pay cases which were previously computed manually, thus releasing many skilled employees to more productive employment;
- c. Encouraged and facilitated the formulation of a new Agency Financial Management Training Program to



assist all financial managers to broaden their understanding of Agency budgeting and funding techniques.

d. Formulated an information science training program designed to familiarize finance and certifying officers with advanced financial accounting and management, techniques and computer applications.

e. Encouraged subordinates through counseling to avail themselves of various self-improvement educational programs offered by the Agency at both internal and external training facilities.

f. As the leading proponent of Agency decentralized budgeting procedures, encouraged and assisted in the development of an automated financial trend report currently being used by top management officials to review the availability, status and use of all Agency financial resources.

These accomplishments of Mr. Yale have had an immediate and discernable impact on the management of financial resources of the Agency. I therefore strongly recommend that Mr. Yale be given every consideration in your selection of the Federal employee to be honored with the Financial Management Improvement Award.

William E. Colby  
Director